



WRAPAROUND MILWAUKEE

2017

QUALITY ASSURANCE/QUALITY IMPROVEMENT ANNUAL REPORT



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Wraparound Milwaukee QA/QI Department Mission

To ensure quality care and promote continuous quality improvement of services and processes in order to meet the needs of the youth, families and young adults being served

Wraparound Milwaukee System of Care Programs/Services

Wraparound Milwaukee (WRAP): A unique Managed Care Organization that serves youth with serious emotional, behavioral, and mental health needs and their families. Youth will enter the program under a Division of Youth and Family Services (DYFS) delinquency order or Division of Milwaukee Child Protectives (DMCPS) Child in Need of Protective Services (CHIPS) order.

REACH Program (Reaching, Engaging and Assisting Children (and Families)): A part of the Wraparound Milwaukee system of care that provides similar services and opportunities for youth with serious emotional, behavioral, and mental health needs and their families. The REACH program primarily differs in that the youth who are enrolled are not under a Court Order (Delinquency or Child in Need of Protective Services – CHIPS).

O - YEAH Program (Older Youth and Emerging Adult Heroes): a program administered under the auspices of Wraparound Milwaukee designed to support older youth and young adults ages 16.5 – 24 who may be experiencing emotional and behavioral challenges, to successfully transition to adulthood. This is a voluntary program. **See Pg. 12 for details related to this program.**

Additional Associated Resources:

- **Owens Place** – A community drop-in resource center for young adults age 16-23 whose mental health needs may be affecting their ability to become independent.
- **M.O.V.E Wisconsin** – A youth-run organization designed to empower adolescents and young adults to advocate for themselves around causes that are important to them and their respective community.

Professional Foster Parent (PFP) Program: Provides a transitional home environment for youth with a history of running away. Foster parents are licensed/certified as both treatment foster parents and care coordinators. Serving one girl in a home at a time, the ultimate goal is to help the youth achieve permanency with their respective family.

Family Intervention and Support Services (FISS): Targets adolescents who are exhibiting behavioral issues in home and community, but have not been diagnosed. This is a voluntary assessment short-term intervention program aimed at stabilization and prevention and is designed to assist families in preventing court and system involvement.

Comprehensive Community Services (CCS): An option for families in Milwaukee County which provides support and services to youth and young adults who are coping with either a mental health and/or substance abuse diagnosis. As a voluntary community based program, CCS addresses needs throughout a person's lifespan, with a coordinated and comprehensive array of recovery, treatment and psychosocial rehabilitation services.

Coordinated Opportunities for Recovery and Empowerment (CORE): Serves 10-23 year olds who are experiencing their first episode with psychosis. Services include Care Coordination, Individual Therapy, Employment and Education Support, Peer Support and Medication Management.

Children's Mobile Crisis (CMC): Provides 24/7 crisis intervention services to any family in Milwaukee County with a child who is experiencing a mental health emergency in which the behavior of the child threatens his/her removal from home, a community placement and/or, school. The team can also provide short-term case management and can link the child and family to crisis stabilization and community resources.

Trauma Response Team (TRT): In collaboration with the Milwaukee Police Department, Children's Mobile Crisis (CMC) provides support services to children & their families when they have witnessed or have been exposed to potentially traumatic events such as serious accidents, sudden death, shootings, violence, or domestic violence.

Wraparound Wellness Clinic: Provides medication management and overall wellness care and education for the mental and physical health of children and youth in Wraparound Milwaukee.

Additional Associated Resources:

- **Milwaukee Adolescent Health Clinic** – Provides services to youth in need of a health evaluation, STI screening and pregnancy prevention options.
- **Teen Parent Prevention Initiative** – A support group that addresses sexual health, safety and parenting education.

Family Intervention and Support Services (FISS): Targets adolescents who are exhibiting behavioral issues in home and community, but have not been diagnosed. This is a voluntary assessment short-term intervention program aimed at stabilization and prevention and is designed to assist families in preventing court and system involvement.

Family Advocacy Services: Run by families with lived experience, this provider offers family support, advocacy services, family-run support groups, and family events. They also train providers, and are the voice of families on committees and in the community.

Educational Liaisons: Serves youth & young adults involved in Wraparound Milwaukee System of Care. Addresses school issues including placement, special education needs & services and possible suspensions and expulsions.

I. Demographics for 2017



Wraparound/REACH Enrollments = 694

Wraparound/REACH Disenrollments = 605

(Disenrollment # excludes transfers to other programs in the Wraparound System of Care)

Average Daily Census = 1,185 Total Youth Served = 1,622

GENDER (694 youth represented)

Female = 246 (35%)

Male = 448 (65%)

AGE (694 youth represented)

Average age = 13.7 years old

(WRAP = 14.4, REACH = 13.1)

ETHNICITY (694 youth represented)

African American = 457 (66%) (63% male – 37% female)

Caucasian = 62 (9.2%) (65% male – 35% female)

Hispanic = 106 (15.2%) (69% male – 31% female)

Bi-racial = 13 (1.8%) (62% male – 38% female)

Asian = 1 (.1%) (100% male – 0% female)

Native American = 6 (.86%) (33% male – 67% female)

Other/Unknown = 46 (7%) (74% male – 26% female)

Not Listed = 3 (.4%)

DIAGNOSIS (656 youth represented. Youth may have one or more diagnosis.)

Adjustment Disorder (WRAP = 44, REACH = 29)

Anxiety Disorder (WRAP = 102, REACH = 134)

AODA related (WRAP = 64, REACH = 23)

Attention Disorder (WRAP = 181, REACH = 243)

Conduct Disorder (WRAP = 189, REACH = 109)

Depressive Disorder (WRAP = 101, REACH = 97)

Developmental Disorder (WRAP = 65, REACH = 56)

Eating Disorder (WRAP = 0, REACH = 4)

Generalized Anxiety Disorder (WRAP = 3, REACH = 5)

Learning Disorder (WRAP = 35, REACH = 18)

Major Depressive Disorder (WRAP = 2, REACH = 3)

Mood Disorder (WRAP = 82, REACH = 136)

Personality Disorder (WRAP = 0, REACH = 3)

Thought Disorder (WRAP = 4, REACH = 32)

Other (WRAP = 95, REACH = 85)

YOUTH PRESENTING ISSUES (691 WRAP & REACH youth represented.

Youth may have one or more issues.)

Access to Firearms = 78

Adjudicated Sex Offender = 32

Attention Problems = 533 **#3**

Basic Needs = 56

Bullied by Others = 315

Bullying Others = 440

Community Concerns and Violence = 293

Contact Sexual Abuse = 96

Crisis Prevention = 253

Daily Hygiene = 127

Developmental Issues/Autism Spectrum = 177

Drug/Alcohol Abuse = 274

Eating Patterns/Hoarding = 239

Experienced racism/discrimination = 188

Felt unsafe in neighborhood = 169

Fire setting = 180

Gang Affiliation = 59

H/O Sexual Misconduct & Exposure = 278

Homicidal Ideation = 166

Hx. Of Psychiatric Hosp. = 370

Lived in Foster Care = 134

Major Affective Illness/Affect Regulation = 424

Minor Domestic Sex Trafficking Victim = 69

Minor at Risk for Domestic Sex Trafficking = 24

Out of Home Placement = 348 ***3**

Physical Disability/Medical/Health = 366

Psychosis = 168

Recurrent Emotional Abuse = 170

Reintegration = 18

Runaway Behavior = 338

School Concerns = 633 **#1 *1**

Self-harm = 244

Severe Aggressiveness = 612 **#2 *2**

Sexual Abuse Victim = 161

Sleep Patterns/Nightmares = 417

Suicidality = 320

Teenage Parent = 29

Victim Notification = 18

Witnessed Violence in Community = 321

Other = 303 (For example - stealing, manipulative behavior, traumatic events/illnesses)

*** Top 3 WRAP youth issues #Top 3 REACH youth issues**
(Excludes "Other" category for WRAP/REACH)

FAMILY PRESENTING ISSUES (691 WRAP & REACH families represented.

Families may have one or more issues.)

Alcohol/Drug Abuser in Home = 240

Adult in Home Treated Violently = 276

Emotional Abuse/Neglect = 133

Emotional/Mental Illness in the Family = 489 ***3 #1**

Incarcerated Household Member = 365

Physical Neglect = 155

Previous Physical Abuse = 228

Recurrent Physical Abuse Exposure = 250

Single/No Parent in the Home = 418 ***2 #3**

Significant Losses = 484 ***1 #2**

*** Top 3 WRAP family issues #Top 3 REACH family issues**

YOUTH ON COURT ORDERS = 56% of enrollments

(316 youth represented)

- 64% of youth were on a Delinquency order (N=201)

- 34% were on a CHIPS order (N = 107)

- 1% were on a Dual (CHIPS/Delinquent) order (N=4)

- 1% were on a JIPS order (N=4)

NON COURT ORDERED YOUTH = 44% of enrollments

(374 represented)

II. Outcome Indicators

Functioning

The functioning levels of the youth in Wraparound/REACH are currently being measured by the Child Behavior Checklist (CBCL) and the Youth Self-Report (YSR). The evaluation tools are collected on every enrollee at Intake, 6 months, 1 year, annually thereafter and at disenrollment.

The **CBCL** is filled out by the parent/primary caregiver and provides information about the internal (mood, thought processing) and external (social/interpersonal interactions, community-based behaviors) behavioral issues of a child during the preceding six-month period. It comprises various scores consisting of symptoms of depression, anxiety, withdrawal, social problems, thought problems and delinquent and aggressive behavior. Total scores are computed and fall into three ranges: *Normal, Borderline and Clinical*. Scores are converted into age-standardized scores (T scores and Percentiles) so they can be compared with scores obtained from a normative sample of children within the same age range. The results can be utilized by the Child and Family Team to identify areas of need that should be addressed within the Plan of Care.

The **YSR** is similar to the CBCL. It is completed by youth 11 years of age and older.

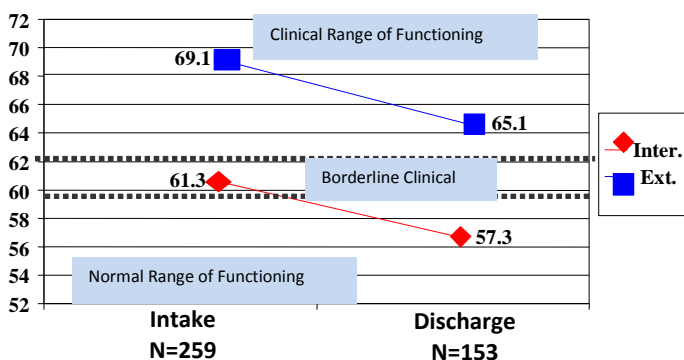
Normal Range of Functioning – Scores that fall into the same range as the comparative sample group.
Borderline Clinical – Scores that suggest enough issues have been reported to be of concern, but not so many that it is a clear indicator of needing clinical professional help.
Clinical Range of Functioning – Scores that reveal sufficient issues that are in need of clinical intervention that are significantly greater than the comparative sample group.

NOTE: A decrease in a score reflects improved functioning.

The following data in all graphs represents disenrollments from 1/1/17 – 12/31/17

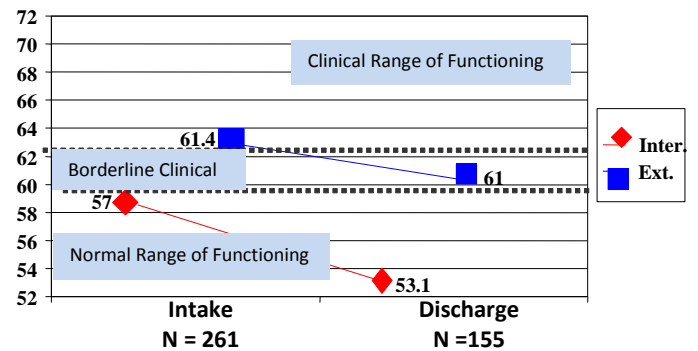
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CBCL T-Scores from Intake to Discharge



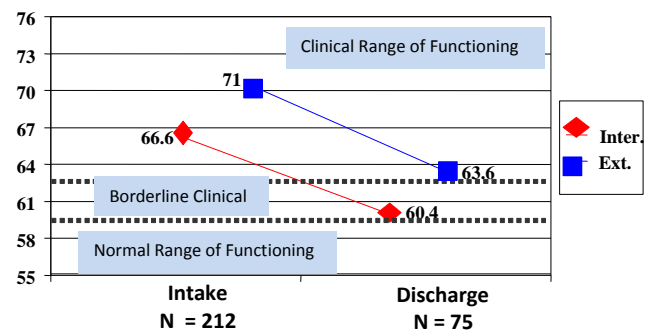
WRAPAROUND

YSR T-Scores from Intake to Discharge



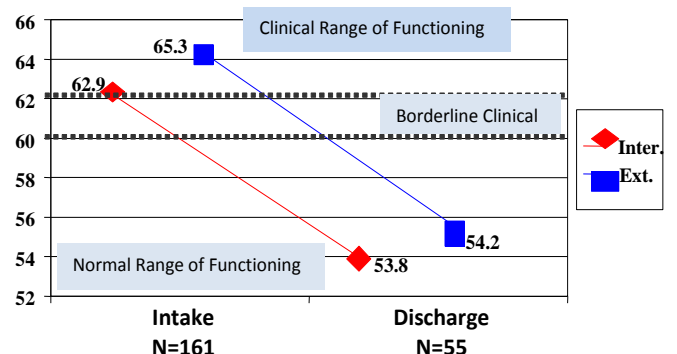
REACH

CBCL T-Scores from Intake to Discharge



REACH

YSR T-Scores from Intake to Discharge



Living Environment



Wraparound youth at enrollment are living in a variety of places.

The level of restrictiveness of the placement varies. Wraparound is committed to getting youth into and/or keeping youth in the least restrictive environment possible and in minimizing the number of placement changes that a youth encounters.

Permanency (Wraparound Only) In defining the data below, permanency is described as:

- 1.) Youth who returned home with their parent(s)
- 2.) Youth who were adopted
- 3.) Youth who were placed with a relative/family friend
- 4.) Youth placed in subsidized guardianship
- 5.) Youth placed in sustaining care
- 6.) Youth in independent living

Total Wraparound disenrollment's = 363

Excludes 26 youth that were disenrolled as "runaway/missing" and 58 youth that were disenrolled to a correctional (n = 13) or a detention facility (n= 45)

Of the 279 remaining Wraparound youth, 211 or 76% achieved permanency as defined above.

Other disenrollment scenarios upon discharge:

- 10 – Foster Care – Transitional
- 21 - Group Home Care
- 6 - Respite Care
- 19 – Residential Care
- 8 - Other

School



Wraparound Milwaukee is invested in ensuring that the youth we serve are getting the best education possible, that all educational needs are identified, and that attendance improves.

Of the enrollees for which school data was entered (N=687) into the Synthesis database (Wraparound Milwaukee's IT System) during 1/1/17-12/31/17 the following was revealed:

	#WRAP	%WRAP	#REACH	%REACH
K-5 th	30	10%	112	30%
6 th - 8 th	74	23%	104	28%
9 th -12 th	210	66%	141	38%
GED/Grad.	3	1%	9	3%
College			2	1%

Youth in Wraparound are attending school approximately 80.5% of the time, while those in REACH are attending school approximately 86.7% of the time.

Our benchmark for attendance is set at 85%.

Wraparound Milwaukee provides special education advocacy services through the **SEA (Special Education Advocacy) Group**. These services are available for any/all youth in need of support to ensure that their educational needs are being addressed and met. The SEA Group staff provide face-to-face consultation and support not only to those identified youth but also to the Care Coordination staff seeking to expand their knowledge about Special Ed regulations and laws in the state of Wisconsin. Care Coordinators also receive regular training in this area.

Youth and Family Satisfaction

Outcomes

Youth/Family satisfaction is measured through the surveys that are being administered by the Wraparound QA

Department in conjunction with Families United of Milwaukee and the Care Coordination Agencies. These surveys inquire about the satisfaction level of the family/youth as it relates to the provision of Care Coordination and Provider Network services.



Family/Youth Satisfaction Levels related to Care Coordination Services

Surveys related to the families' satisfaction levels with Care Coordination are distributed at 1-month, 6-months, 1-year/2-year/etc. [At disenrollment, the survey is called a Disenrollment Progress Report. This "report" speaks more to perceived family outcomes vs. satisfaction.](#) A 5-point ranking scale is utilized with 1 meaning "Strongly Disagree" and 5 meaning "Strongly Agree". An option of "Not Applicable" is also available.

Satisfaction Benchmark for 1-month/6-month/yearly: 4.0

Satisfaction Benchmark for Disenrollment: 3.75

Survey Time Frame	# of Surveys Sent	# of Surveys Received	Return Rate	Average Overall Score
1-Month	784	106	13.5%	4.77
6mo/yearly	1,342	128	9.5%	4.71
Family Disenrollment Progress Report	605	474	78.3%	3.97
Youth Disenrollment Progress Report				3.91

1-month Care Coordinator Family Survey – Overall 4.77

1).	My CC has been polite and respectful to me and my family.	4.94
2).	Meetings with my care coordinator have been scheduled at times and places that are convenient for me.	4.86
3).	I know how to reach my care coordinator when I need to.	4.78
4).	My care coordinator returns my calls within 24 hours.	4.79
5).	I know how to reach my care coordinator's supervisor.	4.63
6).	The contents of the enrollment folder were explained to me.	4.77
7).	My care coordinator has talked with me about a Crisis/Safety Plan for my family.	4.74
8).	I've been offered choices about the services my family receives.	4.70
9).	Overall, I feel satisfied with the services my family is receiving.	4.67

6-mo/yearly Care Coordination Family Survey - Overall 4.71

1.)	My Care Coordinator has been polite and respectful to me and my family.	4.92
2.)	I am seeing my Care Coordinator as often as I'd like to.	4.62
3.)	My Care Coordinator returns my call within 24 hours.	4.68
4.)	My Care Coordinator follows through with what she/he says she/he is going to do.	4.67
5.)	Meetings with my care coordinator have been scheduled at times and places that are convenient for me.	4.87
6.)	I feel Wraparound has been sensitive to my cultural, ethnic and religious needs.	4.83
7.)	I would be comfortable calling my care coordinator's supervisor if I had any concerns.	4.66
8.)	I've had the opportunity to include people on my team that are important in our family's life.	4.75
9.)	I get a copy of every Plan of Care.	4.80
10.)	I understand my Plan of Care and how it can help me and my family.	4.78
11.)	I have been offered choices about the services my family receives.	4.59
12.)	My team is starting to work to prepare my family for disenrollment from Wraparound.	4.22
13.)	Overall, I feel the care provided to me/my family so far has been helpful.	4.69

Disenrollment Youth Progress Report – Overall 3.91

1).	I'm doing better in school than I did before.	3.81
2).	I am getting along better with my family than I did before.	3.96
3).	I feel like I'm getting along better with my friends than I did before.	3.78
4).	I feel my behavior has gotten better since I was enrolled in Wraparound.	4.00
5).	On a scale of 1 to 5, how do you feel you are doing right now?	4.00

Disenrollment Family Progress Report – Overall 3.97

1.)	I feel my family has made significant progress in meeting the Family Vision we have been working towards.	3.93
2.)	I feel my child's educational needs have been met.	3.54
3.)	Overall, I feel that Wraparound/REACH helped me be better able to handle challenging situations.	4.16
4.)	I feel that I have family, friends and community resources that will be there for me and my family if I need them.	4.07
5.)	If my family does have a crisis, I believe the final Crisis Plan my Team developed will help us.	4.06
6.)	After disenrollment, I will know how to get services and supports that my family may still need.	4.15
7.)	On a scale of 1-5, how do you feel your family is doing right now?	3.90



Youth/Family Satisfaction Levels related to Provider Network Services

In late 2016, the family/youth provider satisfaction survey process was reviewed and revised. At this time, youth/families receive surveys on a quarterly basis inquiring about their satisfaction level related to the services they receive through Wraparound Provider Network. Each survey is reflective of the specific service that a specific Network Provider provides to the family. A ranking scale is utilized to measure satisfaction. These surveys are administered by the family's Care Coordinator. The caregiver and youth are each asked the two questions regarding every provider that provided services to them during the previous three months. See below:

Ranking Key:

*Overall, how satisfied are you with this provider?						
1	2	3	4	5	6	7
Very Dissatisfied	Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable	Provider Too New

**How helpful has the provider been in assisting you in making progress?						
1	2	3	4	5	6	7
Never Helpful	Hardly Ever Helpful	Somewhat Helpful	Mostly Helpful	Very Helpful	Not Applicable	Provider Too New

Family and youth responses are then entered into Synthesis by the Care Coordination agency.

The 2017 results are referenced below:

Ninety-six (96) agencies were represented in the 2017 provider survey results for a total of **1,297 surveys completed/received**.

Parent/Caregiver Results – Overall 3.97

1.)	Overall, how satisfied are you with this provider?	3.90
2.)	How helpful has the provider been in assisting you in making progress?	3.84

Youth Results – Overall 3.77

1.)	Overall, how satisfied are you with this provider?	3.81
2.)	How helpful has the provider been in assisting you in making progress?	3.73



Provider Survey Outcomes by Service

Surveys were completed/received on ninety-six (96) agencies representing **sixty-six (66) different services**. The reports to analyze each service category are in the process of being created. Only those services in which at least 5 surveys have been received will be reported on in future reports.

Costs/Services

The cost of providing services for the youth in

Wraparound/REACH is less than the cost of care in alternative children's mental health systems and other systems of care.



The overall total number of youth serviced in some capacity in WRAP and REACH from 1/1/17 – 12/31/17 was 1,622.

The average overall cost per month/per Wraparound enrollee was \$4,686.00. The average overall cost per month/per REACH enrollee was \$2,031.00

(This cost includes the provision of care coordination services in addition to all other authorized provider network services)

The total paid for services in 2017 was \$41,888,525.00

Listed below are several program cost comparisons as it relates to the provision of services. Please note that the monthly cost for Wraparound/REACH type services may also include providing care to other family members in addition to the identified enrollee.

PROGRAM	APPROXIMATE AVERAGE COST PER MONTH/PER YOUTH
<i>Wraparound Milwaukee</i>	\$3,359
<i>Group Homes</i>	\$6,353
<i>Corrections</i>	\$10,230
<i>Residential Care</i>	\$11,134
<i>Psychiatric Inpt. Hospital</i>	\$45,040

Listed below are the top five service groups utilized per authorizations from January through December 2017 in which the client/family were the primary recipients.

- 1.) **Crisis Stabilization/Supervision** 1,318 or 81% of the youth utilized this service in some capacity
- 2.) **In-Home Therapy (Lead-Medicaid)** 885 or 54% of the youth/families utilized this service in some capacity
- 3.) **Transportation** 818 or 50% of the youth/families utilized this type of service in some capacity
- 4.) **Outpatient Therapies** 595 or 37% of the youth/families utilized this service in some capacity
- 5.) **Psychological Assessments** 346 or 21% of the youth utilized this service in some capacity

Although not considered a specific service per se, it is important to note:

Six hundred and fifty-Seven (657) or **41%** of the youth/families utilized **Discretionary Funds** in some capacity. Discretionary funds are flex monies that are often utilized to assist the family in meeting a need that may not be connected to a specific provider-related network service.

The majority of Discretionary Fund requests (excluding Miscellaneous funds) are for assistance/support with Rent/Security Deposits, recreation, groceries/household supplies and clothing/shoes.

The **five most costly service areas** (excluding Care Coordination) for 2017 (though not necessarily the most utilized) are:

1. Residential Care at 20% of the total paid
2. Crisis Services at 14% of the total paid
3. Group Home Care at 10% of the total paid
4. Foster Care at 8% of the total paid
5. In-Home Therapy at 7% of the total paid

Performance – Based Measures/Outcomes

Wraparound Milwaukee establishes and monitors performance indicators/outcomes both within its internal programs in the Wraparound System of Care, in addition to the Providers that are authorized and contracted with Wraparound through the Provider Network.



During 2017, Wraparound Quality Assurance Staff worked with internal Wraparound program staff and Behavioral Health Division/Community Access to Recovery Services (CARS) staff in continuing to establish performance measures for both internal Wraparound programs and external Provider Network contracted vendors. Wraparound/CARS and BHD Inpatient Services Groupings were reviewed and started to be consolidated in an effort to establish uniform performance measures for similar services. In addition, broad indicator areas were established to provide a framework for the performance measures. These areas include: **Access, Process, Outcome and Client Experience**. Each of these areas were further broken down into specific measurement categories:

ACCESS	PROCESS	OUTCOME	CLIENT EXPERIENCE
Service Initiation	Daily Activities	Quality of Life	Satisfaction
	Therapeutic Environment	Discharges	

A protocol for establishing the performance measures for the Provider Network vendors was put into place. This consists of a literature review of same/similar services in an effort to identify already established/tested service performance indicators, national trends and outcomes. FOCUS/discussion groups are then held with consumers, providers and internal staff to acquire feedback on best practices/quality care as it relates to that service. All information gathered then contributes to the establishment of performance measures for specific service groups. In addition to the performance measures, **Scopes of Work** (a basic description of the service and service expectations) and **Compliance Indicators** (audit/review type items that are addressed during vendor site visits and client chart reviews) are established and become contractual expectations.

Currently Wraparound Milwaukee is finalizing Scopes of Work, Compliance Indicators and Performance Measures for Outpatient types of services, In-Home services and Residential/Group Home services.

In 2018, the BHD Contact Performance Measures Committee will continue to develop, implement and track performance measures for other established service groups.

Process Indicators

Plan of Care

The Plan of Care (POC) is a family and needs-driven document utilizing the strengths of the child/family. The POC is comprehensive and is the driving force behind the services provided. The initial POC meeting is expected to occur within the first



30 days after enrollment. Subsequent POC meetings should be held at least every 60 - 90 days.

Wraparound uses a ranking system in which the family scores each identified "Need" on the Plan of Care.

A 1-5 ranking scale is utilized. Starting with 1 meaning minimal progress was made in that Needs area to 5 meaning that the Need has been successfully met.

Average overall 2017 "Need Ranking" score at discharge for Wraparound/REACH was 2.6 (N= 605)

In 2016 the final score was 2.78 (N = 580)

The established threshold of desired performance is a 3.75.

Family and Community-Based Service Delivery & Collaboration



Services and support are provided in the youth's natural environment, including home, school and community. Collaboration within the Child and Family Team, meaning the network of formal and informal supports, must be evident.

Identified community-based supports/resources on the Plan of Care Strengths Discovery List are coded in Synthesis. These resources are considered to be "informal or natural" supports, i.e. - are individuals on the Team that are volunteers (unpaid supports), family members, neighbors, clergy affiliations, etc. These supports must be actively utilized, i.e. - be within the "Strategy" related to a "Need", to be calculated within the data.

Wraparound strives for at least 50% of the active members on any Team to be informal or natural supports.

From 1/1/17 – 12/31/17:

Indicator	Threshold	Wraparound	REACH
% of informal or natural supports on the Child and Family Teams	50%	40.8%	45.2%
% of at least one informal or natural support in attendance at the Child and Family Team Meeting	50%	25.4%	22.1%

Audits/Evaluations/Reports & Utilization Review



Wraparound uses auditing processes, surveys, evaluation data and other reported outcomes, as an ongoing means of monitoring the quality of care being provided to youth and families and compliance with Policies and Fee for Service Agreement expectations.

Plan of Care (POC) Audits

An extensive/comprehensive **POC Checklist Tool** and the new **POC Rubric Auditing Tool** were finalized in late 2016. In 2017, the process for ongoing POC auditing was implemented. Several variables are assessed when choosing Plans for auditing. Efforts are made to audit 5% of an agencies Plans in a 6-month period of time. The compliance results are then reported bi-annually on the care coordination agencies Agency Performance Report.

The current compliance threshold is 85%.

From 2/1/17 – 1/31/18:

Indicator	Threshold	Wraparound	REACH
POC Rubric Audit Overall Compliance Score	85%	69.8%	74.2%

Audits/Reviews of Provider Network Agencies

Crisis Stabilization/Supervision Audit

A Crisis Stabilization Audit was conducted in 2017 assessing **client quality/fiscal indicators** such as referral form being in the file prior to the start of service, referral form reflecting the need for Service, Consent for Service/Transportation Consent in file and signed/dated appropriately, quality progress notes, Agency Verification Log present and complete, dates billed match service dates.

Ten agencies were in the audit sample representing 127 Clients (10% of each agencies active crisis providers or a minimum of 5). Data is currently still being compiled.

Performance Improvement Project (PIP)

Wraparound Milwaukee must engage in one Performance Improvement Project per year as mandated by our Medicaid Contract with the State of Wisconsin. The project must focus on a clinical or administrative issue that the program wants to further explore in an effort to engage in a quality improvement endeavor that impacts on client care.

The 2017 PIP was entitled, "Bridging the Gap: Connections and Support after Disenrollment via Owen's Place".

In summary, the PIP focused on efforts to engage with older adolescents/young adults transitioning from the more children

driven programs in the Wraparound Milwaukee System of Care. It was hoped that through identified interventions that individuals who did not formally enroll into the OYEAH Program (program for young adults experiencing mental health challenges) within the Wraparound System of Care would at least access Owen's Place – our young adult resource center.

The PIP was due to the State in March 2018. Final approval of the study results are pending.

Utilization Review

Service Group – WRAP and REACH	Average Total Paid Per Child/Per Month for CY 2017		# of youth served		% of youth served	
	WRAP	REACH	WRAP	REACH	WRAP	REACH
AODA Svcs.	\$4.38	\$0.39	77	310	9.3%	1.3%
Care Coordination	\$1,086	\$694.56	831	791	100%	100%
Child Care/Rec.	\$13.21	\$7.12	50	21	6.0%	2.7%
Crisis Svcs.	\$495.48	\$443.02	690	628	83%	79.4%
Day Treatment	\$4.28	\$5.37	5	2	0.6%	0.3%
Discretionary Funds	\$13.08	\$11.51	361	296	43.4%	37.4%
Fam/Parent Support Services	\$35.29	\$86.78	114	228	13.7%	28.8%
Foster Care	\$519.92	\$1.67	149	1	17.9%	0.1%
Group Home	\$622.67	\$48.54	171	15	20.6%	1.9%
Independent Living	\$66.44	\$0.00	16	0	1.9%	0.0%
In-Home Therapy	\$173.92	\$282.93	410	475	49.3%	60.1%
Inpatient Hosp.	\$136.68	\$210.36	106	137	12.8%	17.3%
Life Skills	\$32.33	\$16.68	114	41	13.7%	5.2%
Med. Mngmt./Nursing	\$7.62	\$8.07	113	96	13.6%	12.1%
Occupational Therapy	\$0.00	\$2.46	0	17	0%	2.1%
Outpatient Therapies	\$61.77	\$47.61	316	279	38%	35.3%
Psychological Assess.	\$9.06	\$11.79	162	184	19.5%	23.3%
Residential Treatment	\$1,274	\$62.31	190	6	22.9%	0.8%
Respite	\$43.83	\$96	86	2	10.3%	0.3%
Shelter	\$22.07	\$2.30	32	5	3.9%	0.6%

Transportation	\$49.67	\$28.01	486	332	58.5%	42%
Youth Support Svcs.	\$14.55	\$58.41	110	209	13.2%	26.4%

III. Structure Indicators

Wraparound Milwaukee, as a system of care, utilizes a diversified administrative team, which assesses Provider services, provides training in Wraparound philosophy, and establishes policies and procedures. A structured intake process is utilized with reference to enrolling families into the program. A Care Coordinator is assigned to work with every family. The Care Coordinator organizes and coordinates care for the youth and family. Each family has a Child and Family Team that meets regularly. The Team develops and implements the Plan of Care.

Child and Family Team Meeting



A Child and Family Team (CFT)

Meeting is expected to be held once a month to discuss the status of the Plan of Care and the child/family. The CFT meeting must be documented in the Care Coordinator's Progress Notes and be coded as such.

Per Progress Notes dated 1/1/17–12/31/17, the compliance score as it relates to holding a monthly Child and Family Team Meeting was **87.3%**. The compliance score in 2016 was 89.2%.

The established threshold for compliance is 85%.

Training

Care Coordinators receive 106+ hours of initial certification training in a curriculum developed by Wraparound



Milwaukee. Care Coordinators are expected to complete the training within the first six months of employment. The Training Team consists of a diverse group of individuals from different disciplines. Parents/Caregivers are also training facilitators. Ongoing mandatory and non-mandatory meetings, inservices, conferences, re-certification training, etc. are also offered throughout the year for provider staff and/or families.

Four (4) New Care Coordinator Trainings were held during 2017. The training consists of **15 Modules totaling 103.5 hours**. One module is now presented through an electronic program.

Each of the training modules integrates Trauma Informed Care concepts around adversity and trauma exposure, biological, neurological, relational, spiritual, behavioral and worldview impact, as well as respecting experientially driven behavior as indicative of trauma related needs. **Approximately 75 new Care Coordinators, Transition Coordinators and Professional Foster Parents participated in the trainings.** In addition, several Families United of Milwaukee parent/youth facilitators joined to share their lived experience

Training for Parents: An on-boarding training was created for families who participate as co-facilitators in the philosophy and process training for new CCs. **Two Trauma Informed parenting trainings** were offered for families and providers who work with parents as a shared learning opportunity. Additionally, an **advocacy training, "Learn How to be Your Child's Champion,"** was provided specifically to parents to help them learn how to advocate for their children in the educational arena.

Cross training with the Division of Milwaukee Child Protective Services (DMCPS), the Division of Youth and Family Services (DYFS) and network providers has continued and extended to respective leadership levels through system Leadership Summits that focus on shared learning and collaboration.

Non-Violent Crisis Intervention (CPI) training has been provided for **crisis stabilization workers.**

Wraparound has partnered with the **Community Access to Recovery services (CARS)** program to provide training for CARS staff, and CARS staff have joined CC Certification trainings to **learn more about team meeting facilitation, conflict resolution, and community resources.**

The Wraparound Milwaukee Training and Crisis Coordinator has been providing **Adverse Childhood Experiences (ACEs) training** as a regular component of the Behavioral Health Divisions on-boarding process for all staff. ACEs training has also been offered to community groups such as MC3 (Milwaukee Comprehensive Care Collaborative) and PAN (Prison Aftercare Network).

Wraparound Care Coordination Supervisors and Leads went through monthly **champion building sessions** to develop a more sophisticated understanding of trauma informed care concepts and practices, coaching techniques, leadership skills and other more targeted topics identified by them including coaching to advocacy in the court process and building compassion resilience in the workforce.

Several in-services/workshops took place, providing continuing educational opportunities for Wraparound-related staff, Crisis Stabilizers and Human Service Workers.

These consisted of:

- Wraparound Administrative Panel
- Suicide Awareness and Response
- Opioid and Other Substance Abuse
- A personal account of a healing journey

- Milwaukee 53206 Documentary
- Trauma informed crisis debriefing - How to Repair and Reconnect
- Special Education Advocacy
- Domestic Violence
- ACEs

Grievances/Complaints/Administrative Concerns/Violations

Wraparound Milwaukee, as a system of care, has a formal grievance procedure and a complaint investigative and reporting process. Complaints can be generated by any party within the Wraparound System of Care. Grievances are primarily generated by family members/enrollees.



Zero (0) grievances were filed in 2016. Wraparound Milwaukee identifies a grievance as the action a recipient may choose to pursue if they are not happy with the outcome of a filed complaint.

Complaints/Administrative Concerns that were logged during the time frame of 1/1/17 – 12/31/17 consisted of:

**30 written
+ 2 verbal
32 total**

***NOTE: Exposure of confidential patient information (HIPAA) is considered an administrative violation and not a complaint. Seven (7) HIPAA violations were recorded in 2017.**

Complaints/Concerns were generated from the following sources:

- One (1) from a Youth
- One (1) from an Audit
- Two (2) from System Partners
- Two (2) from Providers
- Eight (8) from Care Coordinators/Care Coordination Supervisors
- Eight (8) Wraparound Administration
- Ten (10) from Parents/Guardians

Complaints/Concerns were filed against:

- Two (2) against Other
- Six (6) against Care Coordination Agencies
- Twenty-four (24) against Service Providers

Those that were filed related to:

- 3 related to client safety issues
- 1 related to not following Wraparound process

- 3 related to boundaries/ethical issues
- 9 related to lack of professionalism
- 3 related to service delivery issues
- 6 related to billing for services not provided
- 7 related to HIPAA (see red verbiage above)

Complaint (n=15) Outcomes

- **Eight (8)** complaints were **Substantiated**
- **Three (3)** were **Unsubstantiated**
- **Two (2)** were **Partially Substantiated**
- **Two (2)** were coded as **“Other”**

Note: Those issues identified as “Administrative Concerns” (n= 17) do not receive an outcome identifier of substantiated, partially substantiated or unsubstantiated

<u># of 2015 complaints/ concerns</u>	<u># of 2016 complaints/ concerns</u>	<u># of 2017 complaints/ concerns</u>
20 out of 1,848 served or 1.08%	27 out of 1,670 served or 1.6%	32 out of 1,622 served or 1.9%

Wraparound Provider

Network

The Wraparound Provider Network (WPN) is a diverse group of individuals/agencies that provide mental health and support services for the children and families in Wraparound, REACH, Family Intervention and Support Services (FISS), O-YEAH, CORE and CCS programs.



In 2017, Theresa Randall, MBA – Program Manager, joined the Wraparound Milwaukee Team and will be the Provider Relations administrative representative. Welcome Theresa!

In 2017, the Network contained, on average, **112 Provider Agencies**. Approximately one hundred and four (104) unique, different types of services were offered.

The total number of agencies (duplicated) that provide one or more services within the **various service categories** consisted of:

- AODA Services = 7
- Care/Transition Coordination = 12
- Child Care/Recreation = 5
- Crisis-related Services = 31
- Day Treatment = 2
- Family/Parent Support Services = 9
- Foster Care = 12
- Group Homes = 21

- Independent Living Placement = 1
- In-Home Therapy Services = 28
- Life Skills Services = 6
- Med Mngmnt./Nursing Services = 9
- Outpatient Therapies = 38
- Psychological Assessment = 9
- Residential Care = 9
- Respite Services = 15
- Shelter = 2
- Transportation = 9
- Youth Support Services = 19

There were one hundred and ten (**110**) **“Out of Network” requests** that were submitted during 2017. Requests were primarily submitted for services such as psychiatry/mediation review, psychological evaluations, individual and special therapies, specialized crisis care and group home care. **Fifty-seven (57) or 52%** of the requests were **approved**. **Forty-four (44) or 40%** were **never approved or denied** primarily due to the request actually being withdrawn/not needed, not being submitted in advance of the service being provided, the service already being offered in network, or the vendor actually declining/not accepting Wraparound rates.

No New Provider Orientations took place during 2017 although individual trainings were offered at the Provider’s request.

One (1) Level I and one (1) Level II Wraparound Provider Philosophy Trainings were held. The trainings focus on the implementation of Wraparound philosophy and the Child and Family Team process. Both levels of training are five hrs. each with a lunch break. A total of forty-six (46) individual providers participated along with several parent representatives from Families United of Milwaukee, Inc.

The Wraparound Fiscal Department Manager created a **PowerPoint presentation for new vendors/vendor billing staff** that takes a person through the **invoicing process in Synthesis**. After viewing the presentation, the Fiscal Manager is available for any questions or further guidance that may be needed. Four individual agency trainings were facilitated in 2017.

Four (4) Provider Forum Meetings took place. This meeting provides an arena in which network vendors assemble to receive updates and general information about the Wraparound Milwaukee program and the Division of Youth and Family Services (formerly known as the Delinquency & Court Services Division). The Providers are also offered the opportunity to share information about their programs and ask any questions or express any concerns.

Nine new vendors entered the Provider Network in 2017:

- Community Harbor, LLC
- Grateful Girls – Safe Haven II
- Honey Creek Counseling and Recovery Services, LLC
- LifeStriders Therapeutic Riding Center
- Milwaukee Center For Independence Home Care
- Myles Logistics

- RISE Youth and Family Services, LLC
- SWITS, Ltd.
- True American Transport, LLC

Two new **services/service codes** were created in the Provider Network in 2017. The new services were implemented in an effort to address new client and programmatic needs or increase efficiencies. Listed below are the service/service code additions:

CODE	SERVICE	EFFECTIVE DATE
5535	Non-Certified Peer Specialist	9/18/17
5055	Med Management Support (Non-Prescriber)	7/20/17

Lastly, Comprehensive Community Services (CCS) for Youth, the newest programmatic addition to the Wraparound System of Care, transitioned the services offered in this program into the Provider Network area of Synthesis – Wraparound Milwaukee's IT system. The services offered for Youth CCS are:

CODE	CCS SERVICE
5352	CSP Coordination
H2017D	Diagnostic Evaluation
H2017E	Employment-Related Skill Training
H2107S	Individual Skill Development Enhancement
H2017PE	Individual/Family Psychoeducation
H2017M	Medication Management
H2017P	Peer Support
H2017 H	Physical Health Monitoring
H2017T	Psychotherapy
H2017A	Screening and Assessment
H2017F	Service Facilitation
H2017SP	Service Planning
H2017SA	Substance Abuse Treatment
H2017W	Wellness Mgmt/Recovery Supportive Services

- Lad Lake
- Journey House
- LaCausa
- Milwaukee Public School collaborations
- State of Wisconsin
- Justice Point
- Milwaukee County Housing Division

In 2017, the following O-YEAH demographics were recorded for new enrollees:

Demographics	N =
Total Screenings	136
Total New Enrollments	104
Tier I	0
Tier II	96
Tier III	8
Disenrollments	77
Gender	51% Male (N=52) 49% Female (N=49)
Average Age	19.3
Ethnicity	65.4% African-American (N=66) 17.8% Caucasian (N=18) 6.9% Hispanic (N=7) 3.9% Bi-racial (N=4) 6% Unknown/Other (N=6)

Average cost per member/per month for 2016 = \$1,070

The various Tiers represent different levels of programmatic intervention. Young adults are guided into a Tier that would best support their needs as identified through the screening process. Tier 1 is the most intensive.

Futures Plans

Futures Plans are the Plan that the young adult establishes based on their individual vision of adulthood. They will explore their needs and strengths and what supports may be necessary for them to achieve their hopes and dreams. Several "Life Domains" are addressed within the Plans.

Domain Category	# of times the Domain was identified in a Futures Plan in 2017
Educational/Vocational	179
Family	7
Health and Well being	23
Legal/Restoration	18
Living Situation	32
Mental Health	227
Safety	5
Social/Recreational	8
Transition to Adulthood	220
Other	4

O-YEAH Program

The O-YEAH (Older Youth and Emerging Adult Heroes) Program, a program administered under the auspices of Wraparound Milwaukee, is designed to support older youth and young adults ages 16 through 23 who may be experiencing emotional and behavioral challenges, to successfully transition to adulthood. This is a voluntary program.

O-YEAH, now entering its 10th year of providing service, continues to look at areas that present challenges for transitional age young adults. Several partnerships have been established over the years that provide services/support to the youth. These include:

- Milwaukee County Adult Community Services
- Milwaukee County Adult Services Liaison
- Pathfinders Milwaukee, Inc.



O-YEAH uses a ranking system in which the enrollee scores each identified Domain on the Futures Plan.

A 1-5 ranking scale is utilized. Starting with 1 meaning minimal progress was made in that Domain area to 5 meaning that the Domain area needs have been successfully met.

Out of the 723 Domains identified forty-five (45) were closed out. The average change from the initial Domain Ranking value (Scale of 1-5, with 1 meaning minimal progress was made in that area, to 5 meaning maximal progress has been in that area) to the final Domain Ranking value were as follows:

Domain Category	Average Change in Value
Educational/Vocational	+0.97
Health and Well being	+1.75
Legal/Restoration	+1.0
Living Situation	+2.0
Mental Health	+1.4
Safety	N/A
Social/Recreational	+3.0
Transition to Adulthood	+2.77

O-YEAH Service Utilization

Service Group	Average Total Paid Per Enrollee/Per Month for CY 2017	# served	% served
AODA Svcs.	\$1.41	6	2.6%
Care Coordination	\$587.48	229	100%
Child Care/Rec.	\$0.00	0	0%
Crisis Svcs.	\$227.78	100	43.7%
Day Treatment	\$0.00	0	0%
Discretionary Funds	\$33.59	128	55.9%
Fam/Parent Support Services	\$26.46	20	8.7%
Foster Care	\$0.00	1	0%
Group Home	\$13.99	1	.4%
Independent Living	\$0.00	0	0%
In-Home Therapy	\$136.17	73	31.9%
Inpatient Hosp.	\$23.77	18	7.9%
Life Skills	\$19.58	15	6.6%
Med. Mngmt. /Nursing	\$12.55	39	17%
Outpatient Therapies	\$33.72	62	27.1%
Psychological Assess.	\$12.59	54	23.6%
Residential Treatment	\$0.00	0	0%
Respite	\$1.99	1	.4%

Shelter	\$0.00	0	0%
Transportation	\$51.10	137	59.8%
Youth Support Svcs.	\$10.36	18	7.9%

O-YEAH Campus Housing

Beginning in 2015 O-YEAH partnered with Journey House to provide supported apartments for young adults that were enrolled in O-YEAH and in need of stable housing. In

2016 O-YEAH and Journey House were able to add 4 more apartments for our young adults, bringing the total to 10 apartments. In 2017, young adults continued to be able to live in these apartments under a modified rental agreement and monthly rent payment. Using a Housing First model, young adults are able to live in these apartments for up to 18 months (an increase from 12 months in 2016) while working on school and employment goals and learning the skills to live a successful independent life.



Owen's Place

Owen's Place is a resource center designed to assist young adults between the ages of 16 through 23 years whose mental health needs may be impacting on their ability to lead an independent life.

Owen's Place happenings in 2017:

While Owen's Place is always continuing to build upon our partnerships within the community and Wraparound Milwaukee, in 2017 we focused on programming within that was created and facilitated by our own Peer Support staff. Besides our two popular ongoing groups, Cooking with Christine and Teens in Motions, our Peer Support staff have facilitated numerous programs/events for our young adult population. These programs included:

- Career and Education Planning
- Mock Interviews
- Self-Expression
- Music and Chill Family Fun Night
- Independent Skill Building
- G.I.R.L.S Group
- Open Mic Night
- Creative Writing Workshops
- Workout Wednesdays
- Real Talk Sessions
- Paint and Popcorn
- Food Drive
- Talent Show
- Food Share Applications

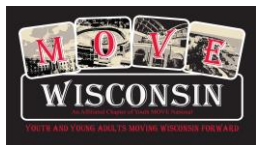
Owen's Place continues to get input from our young adult population on various groups and workshops that they feel would be most beneficial to them. As 2017 came to a close, we added a new component that we look forward to expanding into 2018. We now employ an Outreach Coordinator who is working to build positive relationships with local businesses in an effort to create jobs for our youth. We look forward to establishing these partnerships directed towards youth employment and other services that local businesses in the neighborhood have to offer.

Submitted by:

Shannon Trzebiatowski, MS
Vice President of Community Programs – St. Charles,
O-YEAH/Owen's Place

M.O.V.E. **WISCONSIN**

M.O.V.E. WISCONSIN



(Wisconsin Youth **M**otivating **O**thers through **V**oices of **E**xperience) **is a youth-run organization designed to empower adolescents and young adults involved in the Wraparound Milwaukee program. Community-based activities are planned and implemented focusing on leadership development and creativity. The group meets at Owen's Place.**

For most of 2017, MOVE Wisconsin programming was on a hiatus as staff/programmatic restructuring occurred.

FISS Program

The FISS (Family Intervention and Support Services) Program is a program administered through the Milwaukee County Behavioral Health Division per a contractual agreement with the Division of Milwaukee Child Protective Services (DMCPS). Milwaukee County was awarded the contract, which began in July of 2012.

The program is designed to assess and provide services to families experiencing life challenges with their adolescent child age 12-18. The FISS program goal is to strengthen the parent/guardian's ability to support their adolescent in the home, community and school.



The FISS program has two components:

1. Assessment - Assessments are conducted either in the office or in the home utilizing tools provided by DMCPS. Based on the assessment results and supervisory consultation, the family is referred to the

FISS services unit, DMCPS, Milwaukee County Department of Human Services Delinquency and Court Services, or programs/agencies in the community.

2. Case Management - The FISS services unit provides families with a case manager (contracted through St. Charles Youth and Family Services) who utilizes Wraparound Milwaukee's provider network, crisis services through the Mobile Urgent Treatment Team, and community agencies to formulate and implement a service plan with the family. Case managers utilize the Wraparound philosophy and Coordinated Service Team approach with the goals of providing stabilization, and sustainable connections to community resources. The approach is strength based, and utilizes a combination of paid network services, natural supports, and community based services.

In 2017, the following FISS demographics were recorded:

Demographic	N/% =
Assessments Completed (Individuals)	645
Assessment No Show/Cancel Rate	34%
Enrollments (families) into FISS Case Management	593
Disenrollment's (families) from FISS Case Management	93
Average Length of Stay (ALOS)	3 to 4 months

Other 2017 FISS Accomplishments

OUTREACH

The FISS team is consistently looking to increase accessibility and referrals to the program. In 2017, a new advertisement was created by way of a "flyer" to further the awareness of the FISS program throughout the community, Division of Youth and Family Services and the Division of Child Protective Services.

SERVICE DELIVERY

The FISS program also aimed to increase the number of Assessments and serve families under the Case Management component. To lower the no show/cancellation rate, the FISS team, developed a follow up procedure when families missed an Assessment appointment or were referred to a community resource. This included sending a letter to the family informing them of the missed appointment and to attempt to schedule another appointment. A follow up call within 60-90 days was made to the families who were referred to a community resource to inquire if they connected to the recommended resource and if they needed further assistance.

Submitted by:

Christine Robinson, MS
FISS Program Coordinator

IV. Other Accomplishments

Positive Recognition Announcements

A total of **22** Families/Service Providers/System Collaborators and/or Care Coordinators were recognized in 2017 through the **Positive Recognition Announcement**. The Positive Recognition Announcement is a format that enables anyone involved in the Wraparound system of care to recognize the hard work, dedication, perseverance, etc., of another. Those recognized are identified in the monthly Wraparound Newsletter.



Some great things our families and system partners have said about Care Coordinators/Team members!

“Thankful for Ms. P. and her continued care and guidance for a young lady we are working with. Ms. P. goes above and beyond and advocates wholeheartedly for this young lady and her newborn baby. Thank you Ms. P. for your passion and heart for the kids we are privileged to walk alongside with!”.

“H. has dedicated his time and personal resources to ensure families receive items needed to make their house a home. His kindness and generosity has allowed families to receive donated beds and other large furniture. His donation of time and transportation is a testament to his commitment to the families we serve and the Wraparound spirit”.

“I wanted to send you a message to let you know how extremely happy I am with the training, experience and service that I have been receiving from G.W., my Parent Assistant. She is an exceptional employee and has been a true asset to me and my son. I am forever grateful for everything she has provided to me, sometimes just being a good listener, but often is being a great advocate for me. She has been a huge ray of hope for me personally as a single parent of a special-needs child. She deserves as many platitudes as you can provide her because she truly is an exceptional employee and a true asset to you and your company!”.

“Since L. became my family’s care coordinator, just a few short months ago, she has been a warm caring and very helpful person to us. She goes above and beyond to try to meet my family’s needs and when times are tough in our family she is encouraging and reassuring. She is such a hard worker and always finds an answer or solution to our

problems, in a prompt manner. We feel very fortunate to have her on our team. She deserves to be recognized for all her hard work! Wraparound is also very lucky to have her on staff.”

Research Activity

As a data driven program, Wraparound Milwaukee collects and analyzes data to assure accountability and responsiveness to the Wraparound model and the children and families we serve. In 2017, the research arm of Wraparound Milwaukee was involved with a number of initiatives. The highlights are:



- A recidivism report was completed that addressed the overall recidivism rate in the Wraparound population, the re-offending pattern across time in Wraparound, a discrete look at the high risk populations and a deeper investigation of multiple offenders. Due to the use of adjudication data rather than arrest data, the recidivism rate was at an all-time low.
- An analysis of outcomes for youth in CORE that have been in the program for the past two years was conducted. Outcomes were conflated with costs and sustainability factors, the results demonstrating a cost effective quality program. This study was presented by three CORE staff at the 31st Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health.
- Wraparound was well represented at this National Research Conference as two additional staff presented *Data Driven Coaching*, explaining how data can be used to develop policy and monitor implementation, guide coaching and training to ensure Trauma Informed practice, and drive the creation of tools to support Trauma Informed service delivery within the Wraparound model.
- A Division of Milwaukee Child Protective Services (DMCPS) Education Liaison status report is conducted annually to analyze program growth and service delivery patterns. This data was analyzed across 3 distinct age groups in order to address age appropriate needs.
- Quarterly, data is collected and analyzed to determine the status of the work of the Trauma Response Team. This is an initiative of the Children’s Mobile Crisis Team in which they partner with the City of Milwaukee and Milwaukee Police Department to provide trauma response and support to youth who may have been exposed or witnessed a potentially traumatic event such as battery, child abuse, domestic violence, fire, a shooting, and sudden death. This data provides a gauge of how effective this program is and how it can continually improve and grow.

Submitted By: Pnina Goldfarb, PhD
Wraparound Milwaukee Research Analyst/Evaluator

Family Luncheons/Orientations

Four (4) Family Luncheons/Orientations were held.

On average, five (5) Families United of Milwaukee representatives assisted with each orientation providing support and guidance.



The luncheon/orientations were **sponsored by Families United of Milwaukee, Inc. in partnership with Wraparound Milwaukee**. The orientations focus on defining Wraparound and Families United roles and what they can offer the families as well as the role of the Care Coordinator. In addition, Child and Family Team Composition, service provision, system partner collaboration, crisis services, paperwork/evaluation requirements and the disenrollment process are discussed. Lunch is served and families are provided with a grocery store gift card as a welcoming and thank you for attending the orientation. Supervised children's activities are offered.

All new families entering the Wraparound system of care are invited and encouraged to attend. Families United of Milwaukee staffs continue to call families in an effort to encourage attendance at the Family Orientations.

Visits from other Sites/Programs, Technical Assistance, Presentations

August 2017 – From August 9 – 11th Wraparound was visited by representatives from **Saipan** in an effort to learn about our system of care programs, evaluation, quality assurance, care coordination, crisis services, coaching and consultation.



September 2017 – Staff from **Bridges to the Future – Montgomery County – Maryland**, from visited Wraparound from Sept. 20th – 22nd to learn more about our system of care programs, Owen's Place, transitional services, our funding model, Futures Plans, evaluation and quality assurance.

November 2017 – Representatives from **Delaware** visited Wraparound from November 15th – 16th to learn about Wraparound Milwaukee's history, quality assurance, provider network services, screening and assessment, care coordination and training and staff development.

Children's Mobile Crisis (CMC)

In 2017, the **Children's Mobile Crisis Team provided over 15,500 hours of crisis services** to children and families across the Wraparound Milwaukee programs, the community at large, and through the Trauma Response collaboration with the Milwaukee Police Department. **This is a 9% increase from 2016**. Some children and families used mobile crisis services only one time, while others used them more often to support their family in the community. In keeping with Wraparound Milwaukee and CMC's crisis philosophy, the vast majority of children were seen face-to-face, in natural community settings such as home and school.



Other significant events:

- The **crisis team changed its name** from the Mobile Urgent Treatment Team (MUTT) to the **Children's Mobile Crisis Team (CMC)**. Over time, the word MUTT reportedly lent itself to some service recipients expressing concern regarding the implications of the acronym. In an effort to alleviate any misgivings and to reflect the majority of the population served, it was decided to change our name.
- **Partnerships with the Division of Milwaukee Child Protective Services (DMCPS)** were reinforced when DMCPS staff joined CMC for calls in the community to better understand our role. This led to proposals for more ways we can collaborate and serve children in out of home care.
- The **Trauma Response Team (TRT)** successfully expanded to District 5 and began plans to expand to the Milwaukee Fire department as well. The TRT is a component of a much larger and more involved plan to raise the awareness of trauma in the community, and to increase and improve the ability to address it.

Children's Mobile Crisis staff continues to offer specialized **Dialectical Behavior Therapy (DBT)** to Wraparound youth, including their caregiver and/or a primary service provider, in need of those services. DBT consultation is also offered to therapists in the provider network interested in learning more. DBT focuses on decreasing self-harming behaviors while increasing emotional regulation and distress tolerance skills, resulting in fewer incidences of self-destructive behaviors and fewer hospitalizations.

In 2017, the Wraparound QA Department continued to administer **satisfaction surveys** to those youth/young adults who experienced their **first encounter with the Children's Mobile Crisis Team**. Surveys were sent out with a self-addressed stamped return envelope 1-2 weeks post the initial contact. The results are referenced below:

# of Surveys Sent	# of Surveys Recv'd	Return Rate	Average Overall Score
823	54	7%	4.50
1.)	Staff was courteous and respectful		4.74
2.)	Staff responded in a timely manner		4.57
3.)	Staff was sensitive to our cultural, ethnic and spiritual needs		4.57
4.)	The support we received was helpful		4.52
5.)	The support we received help maintain my child in the home, school or community		4.33
6.)	I was satisfied with the results of my		4.50

Submitted by: Steven P. Dykstra, PhD
Director, Mobile Urgent Treatment Team
Licensed Psychologist

**Proactive Outreach for the Health
of Sexually Exploited Youth
Project (POHSEY)**



In 2017, Wraparound Milwaukee continued the collaborative efforts of Proactive Outreach of Sexually Exploited Youth (POHSEY) via a Healthier Wisconsin Partnership Program (HWPP) grant; this was the second and final year of funding. POHSEY II aimed to transform how youth who have experienced commercial sexual exploitation/trafficking (CSE) interact with healthcare entities by providing tools that empower medical providers to better meet their needs; this includes access to training, and more comprehensive medical templates, as well as advancing a coordinated system response. Partners in POHSEY II included Dr. Wendi Ehrman from the Medical College of Wisconsin (MCW), Dr. Angela Rabbitt from MCW/Children's Hospital, Claudine O'Leary from Rethink Resources, and Stephen Gilbertson the Clinical Director of Wraparound Milwaukee.

In order to meet the goals of POHSEY II, active training efforts occurred via in-person training opportunities, as well as an online training-module option. In addition, several templates have been developed to assist the Children's Hospital Emergency Department in more efficiently and effectively documenting, as well as responding to youth who are risk for, or have experienced sexual exploitation/trafficking. The templates have been incorporated into EPIC, the Electronic Medical Record system utilized by Children's Hospital. Copies of the templates and protocols have also been shared with over ten local healthcare providing entities in the hopes of spreading the work to create overall system change.

POHSEY also supported the efforts of Collaborative Rapid Advocacy for Youth (CRAY), a collaborative response entity formed in an effort to provide more consistent access for youth and medical providers to specially trained advocates who can effectively support youth within local Emergency Departments who may have experienced CSE. Throughout this time, meetings regularly occurred with other stakeholders to elicit feedback, and discuss changes that could be made within their own systems of care using the already developed templates.

POHSEY II was also charged with updating the POHSEY Resource Card, which provides individuals with supportive contact information so they can make quick connections for needed resources. An updated version has been made available, and can be accessed on the grant's website. Training materials for medical providers, and additional information about the grant, including community resources for youth and families in this situation, are available at www.pohsey.org.

An extension was allowed for POHSEY II to continue through March 2018, and talks are underway - facilitated by Dr. Rabbitt and Dr. Erdman - to create a healthcare partnership to better support local medical providers in a coordinated response to the needs of both youth and adults with these experiences.

View this short article/radio interview highlighting some of the work that had been done by POHSEY:

<http://wuwm.com/post/childrens-hospital-wisconsin-helps-health-care-providers-detect-trafficked-youth#stream/0>

Submitted by: Jenna Reetz, MSW
Interim Associate Director
Wraparound Milwaukee

**"Welcome Home Teens in Motion"
Support Group**



Throughout 2017, the "Welcome Home Teens in Motion" youth group continued to meet monthly at Owen's Place to support and address the needs of youth who are challenged by running away or their whereabouts becoming unknown. During 2017, the decision was made to have one agency – Alternatives in Psychological Counseling – facilitate the meetings to offer a consistent experience for attendees. Youth and supportive adults worked together to create a map of Wisconsin to highlight the movement that young people experience. After much discussion, it was determined that 2017 would be the last year of Teens in Motion to make way for a more youth driven process.

Submitted by: Jenna Reetz, MSW
Interim Associate Director
Wraparound Milwaukee

**Teen Parent/Pregnancy Protocol and
Pregnancy Prevention Program**



In Wraparound's commitment to ensuring the safety and well-being of all children and families, the "Protocol for Teen Parents/Parents-To-Be/Pregnancy Prevention" was developed and implemented. Every year, on average, 25-30 pregnant/teen parents/ sexually active teens receive support, guidance and care from a designated Wraparound Milwaukee nursing staff as it relates to sexual health issues, i.e. – Safe Sex, Sexually Transmitted Diseases, Birth-Control Education, Pregnancy and teen parent education like Safe Sleep and Shaken Baby Syndrome and Safety issues that relate to infant care and parenting. The protocol also ensures that every teen parent has access to a Pack and Play (promotes safe sleep) and community resources that can assist with additional support and guidance to pregnant and non-pregnant teens.

The protocol can be accessed at:
<http://wraparoundmke.com/?p=1285>

Teen Pregnancy and Protocol Brochure can be accessed at:
<http://wraparoundmke.com/?p=1284>

Submitted by: Maryan Torres, MSN APNP, FNP-BC, CPN
Wraparound Milwaukee Wellness Clinic

Wraparound Wellness Clinic

During 2017, Wraparounds Wellness Clinic continued to provide medication management and wellness/education services to the youth involved in the Wraparound and REACH programs.



In 2017 the following occurred:

- Educational Training initiative for CC: The clinic psychiatrists have facilitated several educational trainings for our Care Coordinators to learn and understand more about medication management.
- Educational Training initiative for Clinic Staff: The clinic staff has participated in educational trainings about the Wraparound process and philosophy to continue to incorporate this philosophy into their practice with youth and families.
- The 2018 Wraparound Milwaukee Performance Improvement Project began in December 2017. The focus will be on improving client medication adherence.
- To further incorporate the Health Home Model of care, the clinic has implemented the practice of referencing the medical information, when available, into the appointment. The clinical staff ensures they are utilizing the information to more accurately assess the youth with complex medical needs and make follow-up recommendations for the family as it relates to the youth's medical needs.

CORE (Coordinated Opportunities for Recovery and Empowerment) Program

The CORE program **offers comprehensive and specialized mental health services and support to individual's ages 15-23 years old (though sometimes younger), that are experiencing their first episode of psychosis.** Services are delivered by a **5-person team** for up to 2 years. Some symptoms the individual may be experiencing include hallucinations, delusions, unusual thoughts, disorganized thinking/speech or disruption of self-care.



In 2017, the CORE program expanded from three Teams to four Teams. This program has had the largest percentage of growth within the Wraparound Milwaukee System of Care, an increase of 40% from 2016 (from 50 to 70 youth enrolled). In addition, in 2017 a staff member was designated to focus on outreach activities and educate the community about the CORE Program. This staff member's primary focus for outreach is with mental health/behavioral health inpatient services and community services.

Services include:

- ✓ Care Coordination
- ✓ Individual Therapy
- ✓ Peer Support

- ✓ Medication Management/Psychiatric Services
- ✓ Employment and Education Support
- ✓ Other services that may be needed to meet the individuals needs

In 2017, the CORE Program enrolled 37 new participants.

Gender

Male = 30 (81%) Female = 7 (19%)

Age

Average age = 19.2 years old

Ethnicity

African American = 28 (76%)
Hispanic = 7 (19%)
Caucasian = 2 (5%)

Diagnosis

The majority of diagnoses of 2017 enrollees were:
- Psychotic Disorder, NOS
- Schizophrenia, Undifferentiated Type
- Schizophreniform Disorder
- Schizoaffective D/O
- Cannabis Abuse

Inpatient Hospital Stays

In 2017, ten of the seventy enrollees were hospitalized for a total of 213 inpt. hospital days. The average length of stay was 19.4 days; the mode was 9 days, with the range being from 2 days to 53 days.

Average Cost Per Month/Per Enrollee

\$2,776.00

Well- Being Assessment

CORE uses the Well-Being Self-Assessment (Warwick) to assess overall well-being. This tool is administered every 6 months. A scale of 1-5 is utilized with 1 generally meaning none of the time (low sense of well-being) and 5 generally meaning all of the time (high sense of well-being).

Of those enrollees that took the assessment during (1/1/17 – 12/31/17) the overall average score was 3.67/5.0. The scores ranged was from 3.33 – 3.90. The lowest scores were reflected in those answers related to feeling interested in other people and having energy. The highest scores spoke to enrollees feeling good about themselves and feeling loved.

Submitted by: Maria Castillo, MA Ed.
CORE Assessment
Community Outreach Coordinator
Wraparound Milwaukee

Youth Living Out Loud (YLOL)

YLOL is a **mentoring program** being administered under the Wraparound Milwaukee system of care, the works with youth who have been, or are at **high risk for being commercially sexually exploited or trafficked.**



In October 2017, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) three-year grant supporting Youth Living Out Loud ended as planned. Partners included La Causa, Inc., Diverse & Resilient, Rethink Resources, Medical College of Wisconsin and Wraparound Milwaukee. After October, YLOL continued to provide specialized mentoring services to identified youth who were significantly at risk for, or have been sexually exploited/trafficked, through a sustainable funding model. These services are offered within the wider context of Wraparound Milwaukee, so youth and families remain connected to additional treatment opportunities.

Each youth in this service completed a Mentor Action Plan (MAP), which supports them in developing skills around goal setting, as well as ensures their voice is heard. In addition to initial training modules, mentors also received ongoing weekly supervision, coaching, support groups and in-service training opportunities to ensure they could meet the needs of youth. La Causa Program Coordinator Tiffany Wilhelm, Claudine O'Leary of Rethink Resources, and Jenna Reetz of Wraparound were able to present information at the Cook County Anti-Human Trafficking Conference in Chicago, IL which was well-attended by individuals at a national level. Specialized Mentoring continues to be an available service within the Wraparound Network, and is open to other interested provider agencies.

Submitted by: Jenna Reetz, MSW
Interim Associate Director
Wraparound Milwaukee

Community Outreach

From July 3rd, 2017 thru December 31st, 2017, there were over **60 opportunities/contacts to inform community partners** about Wraparound Milwaukee programming. This included specific outreach for the newest programs - CORE and CCS. Outreach included attending resource fairs, speaking events, training opportunities, providing informational materials to already established partners and reaching out to agencies/vendors who are having contact with youth, young adults and families. **Average number of visitors** to the Wraparound Milwaukee **resource booth** during a resource fair is **69** visitors per event.

Outreach will continue to expand in 2018 in an effort to get information out into the community about all Wraparound Milwaukee programs. Future planned outreach will include connecting with the Milwaukee Fire and Police Departments, as well as a continued on-going connection with area mental health providers and inpatient providers for CORE.

A team of staff worked diligently to re-create/update program specific brochures. The current versions can be found on the Wraparound website: <http://wraparoundmke.com>
Spanish versions of these brochures are in process.

Submitted by: Maria Castillo, MA Ed.
CORE Assessment
Community Outreach Coordinator
Wraparound Milwaukee

Collaborations with other programs in the Behavioral Health Division (BHD) and the Department of Health and Human Services (DHHS)



In 2017, Wraparound Milwaukee participated in several Behavioral Health Division and/or Department of Health and Human Services (DHHS) committees and workgroups as BHD/DHHS moves forward with its strategic plans for the future. Those committees/workgroups consisted of:

- BHD Family Advisory Council
- BHD Patient Rights Committee
- BHD PolicyStat Committee
- BHD Quality Strategic Planning Committee
- BHD Client Experience Workgroup
- BHD Performance - Based Measures Workgroup
- BHD Compliments, Complaints and Grievance Charter
- BHD Incident Reporting Charter
- BHD Intake, Assessment and Enrollment Charter
- BHD Data Request/Management Workgroup
- BHD Case Management Charter
- BHD Quality Management Committee
- BHD Sentinel Event Committee
- DHHS Strategic Planning Committees (Internal Satisfaction of County Services for Employees, Standardized Employee Policies, High Quality and Accountable Service Delivery)

In addition, Wraparound engaged in ongoing meetings with the BHD Contract Management, Network Services and Compliance area.

2017 Eisenberg Award Recipient

In November, Wraparound Milwaukee was the recipient of the Eisenberg Award. The award was presented to Wraparound by the Wisconsin State Public Defender's Office. This award is in recognition of Wraparound's work to support youth with an alternative to a correctional placement by providing individualized and community-based care, and keeping families together. Public Defender Board Chair Daniel Berkos stated, "We are pleased to recognize the work of Wraparound Milwaukee, which reaches well beyond the children it serves and also helps entire families and communities".



[Link to the Wraparound Milwaukee Award video:](https://www.youtube.com/watch?v=245061050)
[Vimeo.com/245061050](https://www.youtube.com/watch?v=245061050)

Introduction of Comprehensive Community Services (CCS) for Youth in Milwaukee

CCS for Youth is a voluntary program that provides support and services to Milwaukee County youth, young adults and their families, who are coping with mental health or substance abuse diagnosis. Utilizing a strength based and individual process, CCS coordinates resources to help people achieve their life goals.

Services Offered:

- Care Coordination
- Employment Supports
- Peer Support
- Therapy (must be in network)
- Medication Management
- Wellness Management
- Education Supports
- Daily Living Assistance
- Assessment and Evaluations
- Life Skill Development

Program Benefits:

- Every individual who participates in CCS works with a Care Coordinator to design a wellness plan that is intended to help build the skills needed to improve health, promote wellness, attain personal goals and enhance overall quality of life.
- Individuals who enroll will have a Functional Screen completed annually to determine eligibility. CCS can be a lifetime benefit through Medicaid if the individual remains eligible.

Other happenings improving the quality of life for Wraparound youth, families and our Care Coordinators:

Summer Family Cookout

On June 22nd, Families United of Milwaukee, Inc., Wraparound Milwaukee, Wraparound Care Coordination Agencies and several other system partners collaborated to sponsor the annual Summer Family Cookout at Washington Park. Food, games and art and crafts were the highlights of the day!



Care Coordinator Appreciation Day

On August 17th, Wraparound Milwaukee organized a special event held at the Milwaukee County Zoo/Zoo Ala Carte Event to show our appreciation to the Care Coordination Agencies serving the youth and families in Wraparound. Care Coordinators received special admission prices to the zoo and were honored with certificates of appreciation. Refreshments were served!

**Thank
You**

- **Administration Panel/Care Coordination Holiday Event** On January 4th, the annual



Administration Panel/Care Coordinator Holiday event was held at the Washington Park Senior Center in Milwaukee. The Care Coordinators enjoyed lunch, treats, the opportunity to talk with Wraparound Administrators, and a raffle drawing.

- **8th Annual Wraparound Milwaukee Talent Show** – On May 17th, Wraparound held its Annual Talent Show at Pulaski High School Auditorium.

Doors opened at 4:30p.m. for the always amazing, Youth Art Show/Auction in which guests got to bid for artwork that was created by youth in the Wraparound programs.



All proceeds went directly to the artist. The Talent Show began at 5:30p.m. Several youth and their families participated in sharing their talents through music, song, poetry and dance.

Wraparound remains committed to providing quality care to the youth and families we serve. It is the responsibility of Wraparound and all its affiliated partners to be actively involved in the process of continuous quality improvement. Thank you to all the individuals who contributed to this report. Your time, expertise and dedication was greatly appreciated!

Respectfully Submitted,

Pamela A. Erdman MS, OTR

Wraparound Milwaukee Quality Assurance Director